



# Motor Vehicle Division

## Strategic Plan

FY 2001

## Director's Update

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### **FY 2001 MONTHLY REPORTS ON OBJECTIVES..... TABBED SECTIONS**

Agency and Division Key Objectives  
    Motor Vehicle Support Services  
        Customer Services  
    Motor Vehicle Enforcement Services

## **Key Components of the Strategic Plan**

*To assist employees, customers, and stakeholders of the Motor Vehicle Division of the Arizona Department of Transportation in more fully appreciating the Division's strategic planning process and resulting plan, some key components of the process are described below.*

### **VISION STATEMENT**

A vision statement is a compelling, conceptual image of the desired future. The vision should become the focal point for everyone in the organization. When integrated with a mission statement and principles, the vision statement comprises the organizational identity—its uniqueness—and defines a desired future.

### **MISSION STATEMENT**

A mission statement identifies what agencies, programs, and subprograms do, and for whom. It is a brief, comprehensive statement of purpose—the ultimate rationale for the existence of the agency, program, or subprogram.

### **VALUES**

Values are factors that drive the conduct of an organization and guide the development and implementation of all policies and actions. Values are core principles and philosophies that describe how an organization conducts itself in carrying out its mission.

### **GOALS**

The internal assessment answers the question, “*Where are we now?*” The development of goals follows after the assessment to help complete the “*Where do we want to be?*” part of the strategic planning process.

Goals provide a framework for more detailed levels of planning. Goals are more specific than the mission statement, but remain general enough to stimulate creativity and innovation. They indicate the general direction or changes taking place within an organization. Goals are the desired end result, generally after three or more years. Goals may also represent immediate or serious problems or high-priority issues that merit special attention.

Agency goals represent the strategic direction for the agency as a whole and, therefore, will be broad. Collectively, agency goals clearly chart the agency direction and provide a unifying theme for programs and activities. In contrast, program and subprogram goals address both strategic directions and improvements associated with primary activities and are more specific than agency goals.

## OBJECTIVES

Objectives work in tandem with goals to complete the “*Where do we want to be?*” part of the strategic planning process. In contrast to broad-based goals, however, objectives are specific, quantifiable, and time-bound statements of accomplishments or results. Objectives represent intermediate year-by-year achievements necessary to realize goals. Good objectives are **SMART**. That is, they are Specific, Measurable, Aggressive but Attainable, Results-oriented, and Time-bound.

## PERFORMANCE MEASURES

One of the most important and difficult aspects of the strategic planning process is the selection of a balanced set of performance measures that will gauge the progress and success of the organization in meeting goals and objectives.

Reasons supporting the collection of performance measures include the following:

- ◆ Measuring performance is good management.
- ◆ Measuring performance can enhance the quality of services provided.
- ◆ What gets measured gets done.
- ◆ Measuring performance aids in budget development and review.
- ◆ Measuring performance helps organizations remain accountable and answers the question, “*Why are public resources being spent on these activities?*”

## ***Types of Performance Measures***

There are a number of different ways to measure the performance of government programs. Among the types of measures most commonly used in federal, state and local governments are inputs, outputs, outcomes, efficiencies, and quality measures. Each is designed to answer a different question and must often be used in combination to analyze agency, program or subprogram results.

### **INPUTS (IP)**

Input measures identify the amount of resources needed to provide a particular product or service. Inputs include labor, materials, equipment and supplies. Inputs can also represent demand factors such as characteristics of target populations. Input measures are useful in showing the total cost of providing a service, the mix of resources used to provide the service, the demand for services, and the amount of resources used for one service in relation to other services.

### **OUTPUTS (OP)**

Output measures represent the amount of products or services provided. Outputs focus on the level of activity in providing a particular program or subprogram. Workload measures, which are designed to show how staff time will be allocated to respond to service demand, are most commonly reported. Outputs are useful in defining what a program produces. However, they are limited because they neither indicate whether the program goals have been

accomplished, nor do they reveal anything about the quality or efficiency of the service provided.

### **OUTCOMES (OC)**

Outcome measures address whether or not the service is meeting its proposed goals. Outcomes reflect the actual results achieved and the impact or benefit of public programs. Both intermediate and long-term outcomes can be evaluated. Intermediate outcomes can be useful in assessing early results when the primary goals will not be realized for several years.

### **EFFICIENCY (EF)**

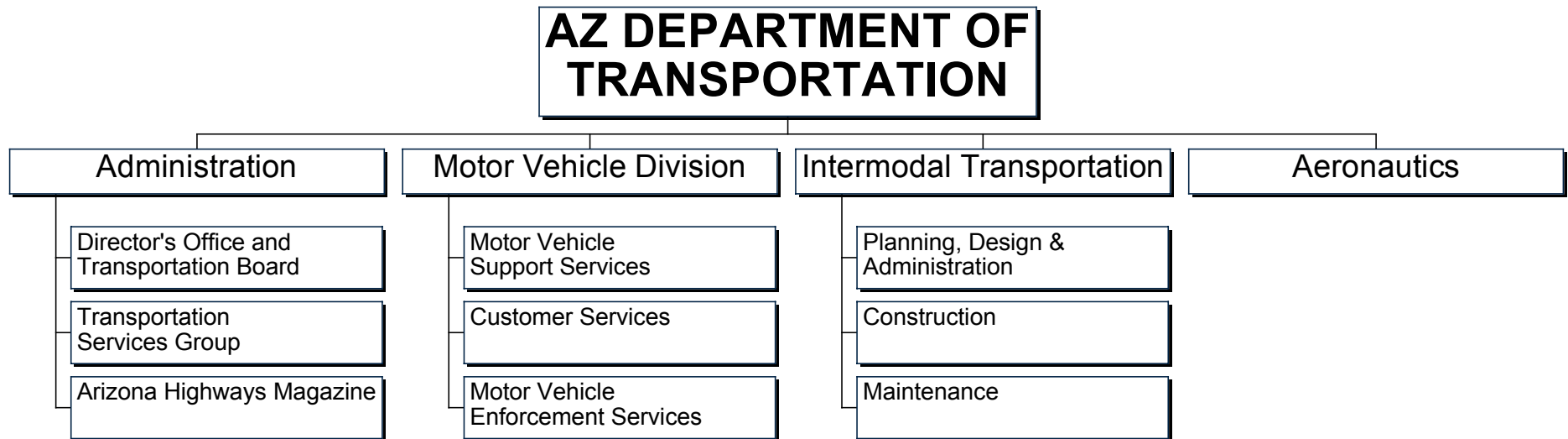
Efficiency measures are also known as productivity measures. Efficiency measures can be expressed as costs, in terms of dollars or time per unit of output (or outcome). Efficiency measures can also be portrayed as the relationship (ratio) of outputs (or outcomes) to inputs, to convey more information about the productivity and cost effectiveness of a program or subprogram.

### **QUALITY (QL)**

Quality measures reflect effectiveness in meeting the expectations of customers and stakeholders. Measures of quality include reliability, accuracy, courtesy, competence, responsiveness, and completeness associated with the product or service provided. Lack of quality also costs money. For example, resources devoted to performing rework, correcting errors, or resolving customer complaints can also be important to track. Thus, the cost of quality can also be a type of quality measure.

# ARIZONA DEPARTMENT OF TRANSPORTATION

## Programs and Subprograms Hierarchy





## **Agency Vision**

*The standard of excellence for transportation systems and services.*

## **Agency Mission**

*To provide a safe and efficient transportation system, together with the means of revenue collection and licensing for Arizona.*

## **Agency Goals**

- To improve the movement of people and products throughout Arizona.
- To increase the quality, timeliness and cost effectiveness of our products and services.
- To develop and retain a high performing, successful workforce.
- To optimize the use of all resources.
- To improve public and political support necessary to meet Arizona's transportation needs.

## **Agency Values**

*"Employees being their best to do their best."*

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**As ADOT employees we demonstrate values in everything we do.**

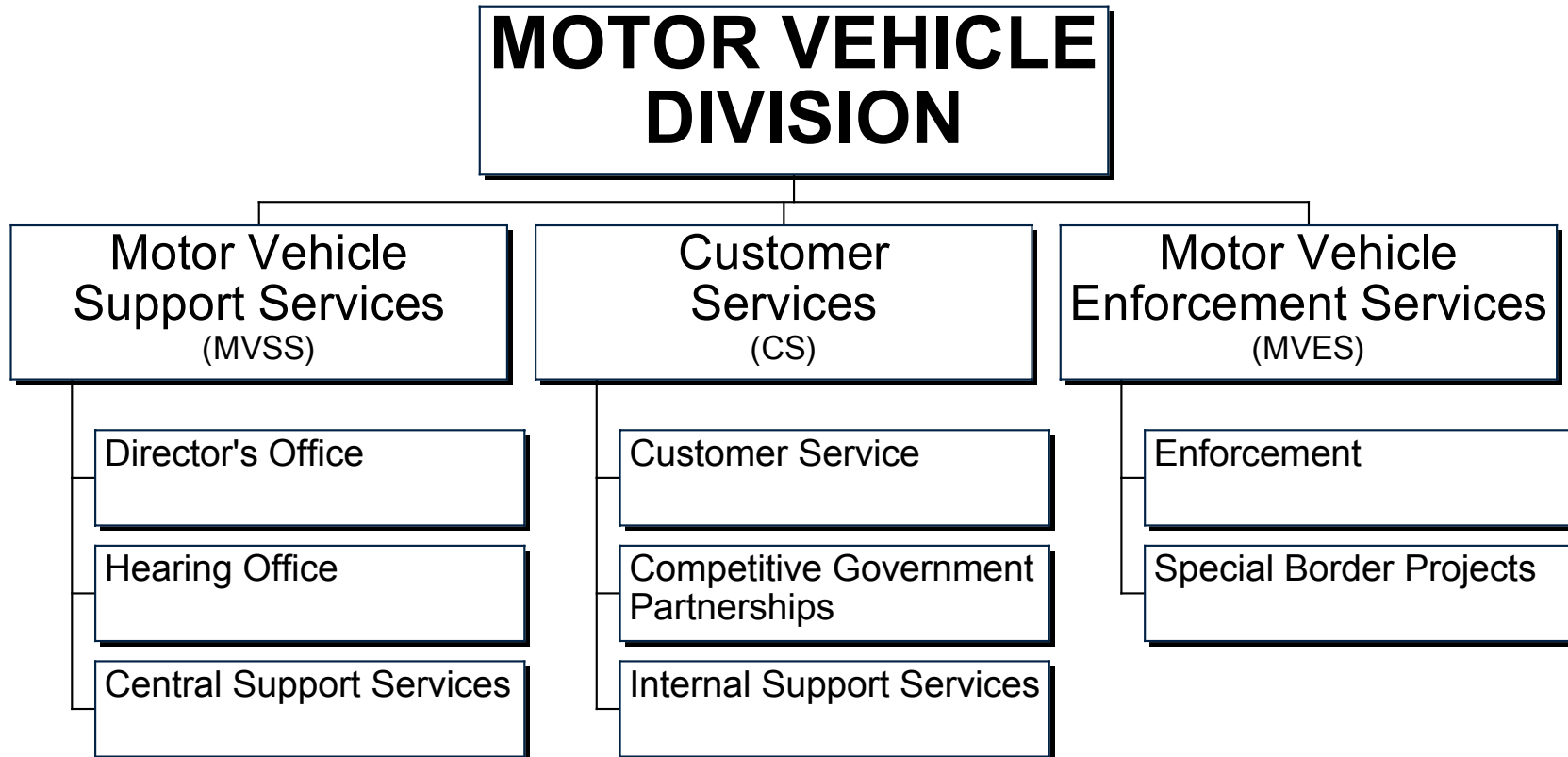
**We:**

- Create a safe, secure and trustworthy environment.
- Recognize and respect the value in our lives outside ADOT.
- Motivate one another to continuous achievement and growth through unity and impartiality.
- Practice quality in our work, take pride in our results, recognize and reward performance.
- Exhibit respect, honesty, fairness, consideration and integrity in all we do.
- Exercise personal responsibility by using our freedom to communicate, make decisions and take action in a supportive team environment.
- Protect and conserve our resources: people, time and property.



# MOTOR VEHICLE DIVISION

## Program and Subprograms Hierarchy





### **MVD Vision**

*Provide better, faster, cheaper services and products for our customers.*

### **MVD Mission**

*MVD supports safe travel on Arizona highways and roads through licensing, vehicle credentialing, safety programs, and by ensuring compliance with transportation laws.*

## **MVD Goals**

1. To improve customer service.
2. To provide services designed to increase the use of electronic service delivery.
3. To regulate and license the motoring public and partners in support of safe travel and consumer protection.
4. To promote safety in the workplace.
5. To improve the quality of the workforce.
6. To maximize employee availability.
7. To provide cost-effective services.
8. To provide services that enhance revenue collection to support statewide infrastructure needs.
9. To successfully respond to constituent requests.
10. To successfully respond to requests from the Arizona Executive and Legislature.

## **MVD Values**

- Create a safe work environment.
- Recognize and respect the value of our lives outside ADOT/MVD.
- Promote continuous improvement.
- Produce quality work with pride.
- Exhibit integrity and respect.
- Exercise personal accountability.
- Protect and conserve resources.
- Provide excellent customer service.
- Develop and maintain professionalism.

PROGRAM SUMMARY  
**MOTOR VEHICLE DIVISION**

DTA 3, A.R.S. Title 28

**Contacts:**

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**Program Mission:**

MVD supports safe travel on Arizona highways and roads through licensing, vehicle credentialing, and safety programs, and by ensuring compliance with transportation laws.

**Program Description:**

The Motor Vehicle Division (MVD) is responsible for transportation-related activities, including:

- ♦ Issuance of Licenses and Vehicle Credentials
- ♦ Revenue Collection and Management
- ♦ Records Management
- ♦ Transportation Law Compliance
- ♦ Legislative Support

The MVD operates field offices and ports of entry statewide. MVD also coordinates the Competitive Government Partnerships program for MVD functions and maintains collaborative partnerships with federal, state and local agencies. MVD is the primary source of motor vehicle information to law enforcement agencies, other government entities, the news media, and the general public.

SUBPROGRAM SUMMARY  
**MOTOR VEHICLE SUPPORT SERVICES**

DTA 3.1, A.R.S. Title 28

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**Subprogram Mission:**

To lead and support the Motor Vehicle Division in its provision of services.

**Subprogram Description:**

The Motor Vehicle Support Services (MVSS) subprogram is comprised of three major components, including:

- ♦ Director's Office
- ♦ Hearing Office
- ♦ Central Support Services

*The Director's Office (DO)* provides leadership and assistance in legislative and community relations, constituent services, policy development, information systems support, and organizational development.

*The Hearing Office (HO)* conducts administrative hearings on behalf of petitioners on matters, including DUI-related offenses, driver licenses, vehicle titles, dealer licenses, and motor carrier safety or tax issues.

*Central Support Services (CSS)* provides management support throughout the Division in the areas of human resources, strategic planning and budgeting, procurement, facility management, warehouse supplies, and contracts. In addition, the Division, other governmental entities, businesses, and the general public are served through the provision of statistical information and reports.

## SUBPROGRAM SUMMARY **CUSTOMER SERVICES**

DTA 3.2, A.R.S. Title 28

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### **Subprogram Mission:**

To provide exemplary motor vehicle and driver license customer services and improve motor vehicle related products, services, and revenue through effective application of private and public sector resources.

### **Subprogram Description:**

This subprogram is comprised of three major components, including:

- ♦ Customer Service
- ♦ Competitive Government Partnerships
- ♦ Internal Support Services

*Customer Service (CS)* provides services to the motoring public at 65 field offices statewide. Services include vehicle inspection, titling, and registration; driver license skill testing, driver license and identification card issuance, temporary permits, driver license and vehicle registration reinstatements; commercial driver licensing and skill testing as well as commercial title and registration processing; provision of motor vehicle records; and voter registration assistance.

*Competitive Government Partnerships (CGP)* is responsible for the oversight of activities related to competitive government, motor carriers, motor vehicle dealer licensing, fleet and multi-state registrations, use fuel refunds and International Fuel Tax Agreement (IFTA) licensing, dishonored check collections, mandatory insurance reporting, and motor vehicle record sales. Important aspects of CGP include motor carrier safety policies, tax collection, accounting and analysis of motor carriers, the issuance of registration credentials, and the licensing of professional driving schools. CGP also promotes private sector involvement utilizing third party

providers of MVD services to minimize the effects of population growth on the quality of products and services provided at MVD field offices, while also increasing state revenues with little or no additional cost to the taxpayer. Approximately 660 third parties located throughout Arizona conduct title and registration transactions, driver license testing and application processing, motorcycle safety courses, vehicle inspections, and Traffic Survival Schools. CGP also oversees electronic service delivery by third parties via the Internet and by interactive voice response.

*Internal Support Services (ISS)* supports division-wide initiatives by developing and writing policies and rules, operating five public information call centers and one non-public call center; processing mailed vehicle registration renewals and out-of-state resident license applications; inputting and managing records, providing technical phone support to field offices, and processing abandoned vehicle requests. Division technical training required for employee competency is identified, coordinated, and provided; external training is provided to third parties, including courts, private companies, and other government entities. ISS also oversees the medical review function to process medical eligibility for commercial and noncommercial drivers, investigates and processes DUI-related license reinstatements, and provides expert testimony in court proceedings. Finally, ISS coordinates federal interaction and handling of commercial driver licenses, supports help desk activities related to the Problem Driver Pointer System (PDPS), the National Motor Vehicle Title Information System (NMVITIS), and many of the mandatory insurance (MI) functions on behalf of the Division.



SUBPROGRAM SUMMARY  
**MOTOR VEHICLE ENFORCEMENT SERVICES**

DTA 3.3, A.R.S. Title 28

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**Subprogram Mission:**

To accomplish mandated enforcement and regulatory responsibilities and provide a system that ensures public safety.

**Subprogram Description:**

The Motor Vehicle Enforcement Services (MVES) subprogram utilizes certified Peace Officers in the enforcement of transportation-related laws and regulations. Through the fixed port of entry system and mobile enforcement, commercial vehicles are checked for compliance with size, weight, and safety laws, including the transportation of hazardous materials. In addition, MVES inspects vehicles for authorized ownership, monitors and recovers stolen vehicles and vehicle components, and completes administrative and criminal investigations.